

ACCOUNTABILITY

Partnership & Community Collaboration Academy
Managing by Network



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“The ancient Romans had a tradition: Whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible - he stood under the arch”

- Michael Armstrong

ACCOUNTABILITY

FOUR ATTRIBUTES OF . . .

- ✓ Effective controls
- ✓ Rules and responsibilities
- ✓ Time and budget
- ✓ Monitors and evaluates



ACCOUNTABILITY

EFFECTIVE CONTROLS



ACCOUNTABILITY

I. Effective controls are developed and maintained to ensure that integrity of the organization



Element	Distinguishing Behaviors
Meets or exceeds standards of excellence.	<ul style="list-style-type: none">• Builds on the experience and insights of others.• Prioritizes team/project tasks while maintaining focus on end results.• Provides regular feedback and coaches team/group members about their performance.
Ensures compliance with policies and laws while addressing stakeholder needs.	<ul style="list-style-type: none">• Understands organizational expectations and needs.• Understands stakeholder expectations and needs.• Translates Congressional and other stakeholder mandates into effective strategies and achievable programs of action.

ACCOUNTABILITY

RULES AND RESPONSIBILITIES



ACCOUNTABILITY

II. Holds self and others accountable for rules and responsibilities



Element	Distinguishing Behaviors
Takes responsibility for personal and team/group performance.	<ul style="list-style-type: none">• Focuses on fixing the problem rather than assigning blame.• Holds team and project members accountable for achieving results within assigned deadlines.• Anticipates and takes action over impending problems.
Makes efficient and effective use of resources.	<ul style="list-style-type: none">• Acknowledges strong performance and addresses poor performance among team and group members.• Maintains good overview and support performance related to partnership agreements.

ACCOUNTABILITY

TIME AND BUDGET



ACCOUNTABILITY

III. Ensure that projects within areas of specific responsibility are completed in a timely manner and within budget



Element	Distinguishing Behaviors
Makes efficient and effective use of resources.	<ul style="list-style-type: none">• Maintains good overview and control of project/group budgets and costs.
Ensures compliance with policies and laws while addressing stakeholder needs.	<ul style="list-style-type: none">• Seeks performance feedback from customers, stakeholders, and staff.• Ensures stakeholders understand the benefits and consequences of proposed alternatives or actions.

ACCOUNTABILITY

MONITORS AND EVALUATES



ACCOUNTABILITY

IV. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes



Element	Distinguishing Behaviors
Disseminate and acts on lessons learned.	<ul style="list-style-type: none">• Identifies lessons learned from successful and unsuccessful performance.• Uses feedback to improve products, processes, services and delivery.• Uses various communications tools, group affiliations and networks to disseminate knowledge and lessons learned.
Uses a full range of tools to continually review the success of programs.	<ul style="list-style-type: none">• Uses project management tools.• Utilizes basic evaluation strategies and practices to measure program success.• Measures performance against established benchmarks.

ACCOUNTABILITY

Accountability (Leadership) -

Individual assures that effective controls are developed and maintained to ensure that integrity of the organization. Individual holds self and others accountable for rules and responsibilities. Individual can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

- OMB Definition



ACCOUNTABILITY

HOW OFTEN DO YOU PRACTICE THESE?

Distinguishing Behavior	Never	Sometime	Often
Build on the experience and insights of others.			
Prioritize team/project tasks while maintaining focus on end results.			
Provide regular feedback and coaches team/group members about their performance.			
Understand stakeholder expectations and needs.			
Translate Congressional and other stakeholder mandates into effective strategies and achievable programs of action.			
Maintain good overview and control of project/group budgets and costs.			
Hold team and project members accountable for achieving results within assigned deadlines.			
Anticipate and take action over impending problems.			
Use various communications tools, group affiliations and networks to disseminate knowledge and lessons learned.			

POP QUIZ: ACCOUNTABILITY